

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

STAT

FROM

EXTENSION

NO.

STAT

/D/OTE

1026 CofC

DATE 22 October 1985

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. EO/DDA
7D24, Hqs.

2.

3. ADDA

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4.

5. DDA

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Harry,

The experiment worked out very well. Of course, Sharon had to think so!

Thursday 17 October 1985

MEMORANDUM FOR: Stanley Moskowitz, D/OTE

STAT FROM: CT

SUBJECT: Interim Assignment

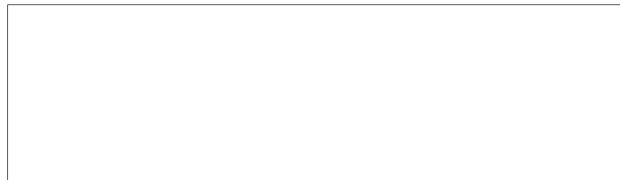
1. I want to take this opportunity to thank you for the unique interim assignment. As I have already told you, it was most interesting to be able to get an insider's perspective of the Office of Training and Education.

2. I believe that this was a rare experience as far as agency interims go, so I cannot emphasize enough my delight in having been a part of it.

3. As far as an assessment is concerned, I am remitting a one-page summary. I hope this will suffice. Please let me know if there are any points on which you would like elaboration.

4. Again, thank you.

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Thursday 17 October 1985

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MEMORANDUM FOR: [REDACTED] D/OTE
STAT
FROM: [REDACTED] CT
SUBJECT: Assessment of Interim Assignment

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1. During my interim assignment in the Office of the Director of OTE, I was able to observe the inner-workings of an agency office. I had an opportunity to see how the director of OTE works with his division chiefs as well as the management staffs of the other agency components. From the perspective of an administrative career trainee, this was most illuminating. In other words, I really got a great deal out of being the "bug on the wall" in [REDACTED] office.

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2. [REDACTED] style of management was very interesting. He interacts a great deal with his executive officer and his division and branch chiefs, among others. He tends to work out issues at face-to-face meetings with these people rather than through extensive memo writing. He has an open-door policy of management for the most part, and I think that this makes OTE staffers more likely to come to him with their concerns. He frequently invites employees to sit down with him at his conference table and discuss their projects at length. When his time is limited and this is not possible, he does not sequester himself in his office. He simply remains seated at his desk during his conversations with employees and does not invite them to take a seat at the conference table. Needless to say, this causes the staffers to discuss the essentials. They do not dally.

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3. This interim assignment allowed me to be privy to some very high-level decisions and I thoroughly enjoyed being present at the various meetings. I was especially impressed with the DDA Staff Meeting and the meeting involving the [REDACTED]. Until last week, I had no idea that the latter was the responsibility of OTE!

4. As a Career Trainee whose ultimate destination is the Office of Training and Education, I appreciated this opportunity to familiarize myself with the problems and concerns facing this office. I was glad to hear the inside stories on the reorganization of the office and the much talked-about Personal Security Course. In addition, I was inspired by the knowledge that OTE really does support the entire agency.

STAT 5. There are just a few additional items that I would like to discuss. First of all, I am not sure if the Quality of Life Committee is unique to OTE, but regardless, I think that it is an excellent idea. This effort to improve the workplace will undoubtedly make a number of people more content. However, I would like to point out that the admin officer and logs officer should probably delegate some of the tasks to other committee members so as to ease the burden on themselves. Also, that would make the other individuals on the committee feel like they are making more of a contribution. Perhaps [redacted] could provide more specific direction in order for the Committee to operate more effectively.

6. Secondly, I feel that the Training Selection Board is worth mentioning for several reasons. For one thing, I have seldom seen a committee move so swiftly and efficiently through their agenda. Also, I had no doubt that their decisions were well thought-out. However, I regret that there was such an emphasis on insuring an equal number of awards to each directorate. Directorate politics should really have no part in this process and merit should be emphasized to the nth degree. One of the first items covered in CTDC was the need to think of the agency as one entity -- rather than four competing ones. I think that the awards should have been given without regard to directorate. I know that if a directorate was over-represented, there would be many complaints. Still, the Board could examine the results at the end, and if the imbalance was too marked, then some adjustments could be made.

STAT 7. It is clear from this assessment that I enjoyed a very illuminating and, I think, career-enhancing week. I have only covered a few of the most salient points of the interim. However, they are fairly indicative of the value it was to me.

[redacted]

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21 October 1985

25X1 MEMORANDUM FOR: [REDACTED]
D/OTE

25X1 FROM: [REDACTED]
Career Trainee

SUBJECT: Assessment of interim

1. My one-week interim with you was a unique opportunity to study an office from the top, first-hand. I now have a much greater appreciation for the work of a manager, and for the fact that issues often are not as simple as they may appear to be. It would be nice if more students could get this type of exposure, but I don't think many managers would accept the idea.

2. I enjoyed being exposed to papers and subjects that I would not otherwise have been privileged to. I was especially intrigued by the personnel matters that I observed, both in your office and in the Headquarters meetings. It will be useful to know in the future exactly how personnel decisions are made, and to be aware of the efforts that are made on the part of managers to remain fair and impartial.

3. I was also surprised that so many Agency officials were willing to allow Sharon and I to observe their closed-door meetings. They did not seem at all disturbed by our presence.

4. The most important observation that I made concerns pride. I come from an one-sided environment in which people have been very critical of government management. I went to school at the University of Maryland, and even though it is

(All portions UNCLASSIFIED except as marked.)

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[REDACTED]

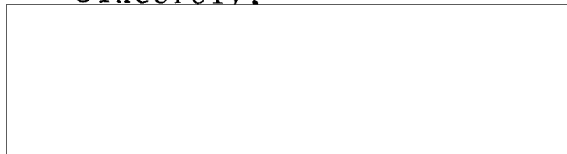
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right in the Nation's capitol, any inclinations students had toward pursuing government careers were discouraged. I have been able to observe some successful managers in private industry, and I am proud to say that there is no difference between them and the ones I observed during my week with you. If the brief interim serves no other purpose than to remind me of my potential to have a successful, rewarding and exciting career with this Agency, then it will have been a success.

5. Thank you for offering me a rare opportunity to watch management at work. It was a good experience that should have lasting effects.

Sincerely,



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